



Homeland
Security

*Office of State and Local Government
Coordination and Preparedness*

FY 2005



Terrorism Early Warning Group

Intelligence Coordination Among Federal, State, and Local Agencies

"...The Department of Homeland Security will vigorously pursue our detection and prevention mission. . . Today we are significantly safer because, as a Nation, we are more aware of the threat of terrorism and more vigilant about confronting it."

*Secretary Tom Ridge
Department of Homeland Security*

Terrorism & Local Law Enforcement

For the largest metropolitan area in the Nation, terrorism prevention and response pose a formidable challenge. Los Angeles County covers 4,086 square miles, includes more than 10 million people, 88 cities, 48 police departments, 38 fire departments, 1 health service, 5 general hospitals, and 75 private and independent hospitals.

Countywide response to various disasters made it clear that more detailed cooperation and planning was required and that a system needed to be developed for assessing the level and type of response to an incident. Monitoring intelligence, identifying trends, and waging a response needed to be coordinated among law enforcement, fire, health, and emergency agencies throughout the county. Simple partnership agreements were not enough.

The cost of responding to every threat at maximum response levels had become excessive. Additionally, information needed to make an effective response—accurate intelligence, preplanned response

plans—was not coordinated or available.

Even if such information existed, no method existed for ensuring that all members of the response team received the information.

A Local Solution

The Terrorism Early Warning Group (TEW) was created to form a countywide group that was capable of a highly coordinated and focused response to acts of terrorism, based on careful assessment of information and intelligence and detailed planning.

The core team of the TEW is made up of the following: Los Angeles Sheriffs Department, Los Angeles Police Department, the City and County Fire Departments, three Public Health Services, and the Federal Bureau of Investigation. Cooperating agencies include about 30 local, State, and Federal law enforcement, emergency management, fire departments, transportation authorities, universities, airports, and criminal justice agencies.

Program Description

Mission

The TEW is charged with being the focal point for “analyzing the strategic and operational information needed to respond to and combat terrorism and protect critical infrastructure.”

Responsibilities

The TEW monitors trends and assesses threats that could result in terrorist attacks in Los Angeles County. Currently, members of the TEW evaluate media accounts, information from other Federal, State, and local agencies, and other open-source data to determine the information’s credibility. As part of its assessment, the TEW identifies terrorism precursor events so that prevention and mitigation efforts can be undertaken.

The TEW also establishes protocols to identify and distinguish those threats credible enough to warrant a response and determine the level of response required. This has the extra benefit of providing cost savings because more complete information is available for initiating an appropriate level of response, rather than always sending a full-force response.

The TEW also assesses threats or hoaxes, suspicious devices, and outbreaks of disease. Part of this responsibility includes monitoring special events that are potential targets of threats of terrorism.

During an incident, the role of the TEW is to provide information to incident commanders. In addition to providing the Playbooks and Target Folders (Response Information Folders), the TEW continues to gather intelligence and assess new information. TEW’s familiarity with this vast reservoir of information makes it well-prepared to identify potential sources of attacks, recommend courses of action, and provide continuing intelligence support and technical assistance to the incident commanders. TEW has been incorporated into the Los Angeles area unified command structure.

Essential Elements

- **Advance Planning.** Detailed scenarios of likely incidents are developed, including the different levels of response that might be required.
- **Intelligence Reservoirs.** Intelligence information is maintained and updated to provide a clear picture of likely occurrences.
- **Integrated Team Network.** Representatives from all involved county departments are assigned to the TEW in a staff or liaison capacity. This keeps vital information flowing. New partnerships are always being sought with needed departments and organizations to expand and improve the network.
- **Training and Exercises.** All aspects of the program are continually tested and the TEW routinely educates its partners on developments and on ways to improve and maintain skills.

Los Angeles TEW Agencies

- L.A. Sheriff
 - L.A. Police Department
 - L.A. County Fire Department
 - L.A. County Health Department
 - Cooperating Law Enforcement Agencies
 - Cooperating Fire Service Agencies
 - L.A. City Fire Department
 - Federal Bureau of Investigation
 - Department of Homeland Security
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Structure

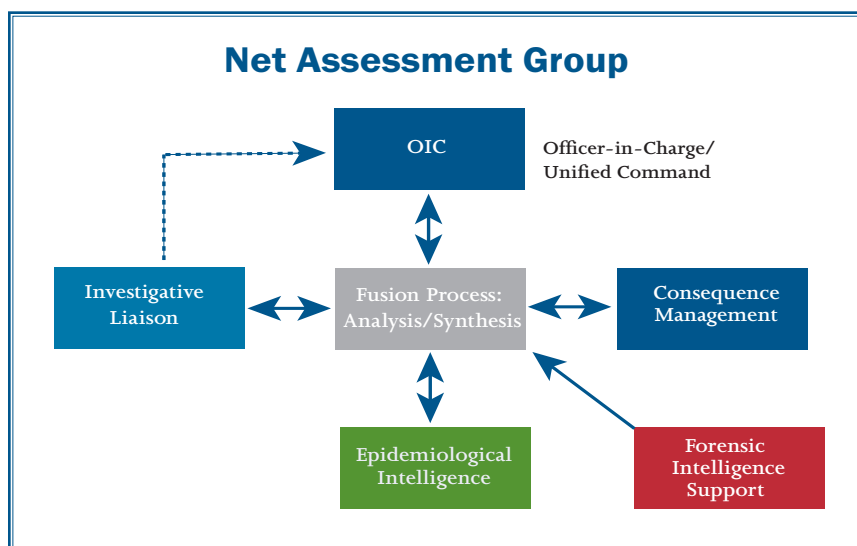
Currently, permanent staff are assigned to the TEW, detailed from the several core agencies, with Los Angeles Sheriffs Dept. (LASD) having oversight responsibilities. In addition, each cooperating agency assigns a Terrorism Liaison Officer or TLO to support the TEW. This network is critical to the prevention and investigation of terrorist activity as well as management of the consequences. It also gives the TEW the ability to communicate with all pertinent parties quickly and according to plans.

Not only are TLO's effective in reporting back to the cooperating agencies, but the approach provides a way for TLO's to report to the TEW any relevant information from their own agencies – a real two-way street. As shown below, the Net Assessment Group forms the foundation of the TEW's full-time structure. When a threat emerges or an incident occurs, this team provides intelligence support to the incident's unified command structure. The Net Assessment Group is supported by two ad hoc committees:

- **Playbook Committee:** This team coordinates the development of Playbooks and Target Folders (Response Information Folders).
- **Emerging Threats Committee:** This group examines emerging threats and weapons such as transient electronic devices, laser strikes against aircraft, and cyber terrorism.

Six “cells” operate within the TEW as a part of the Net Assessment Group. These cells rely on staff from other agencies as well as those individuals who are detailed to the TEW. The cells are:

1. **Officer-in-Charge (OIC/Command):** oversees the TEW process, and links with the incident's unified command structure. This can be configured as a single OIC or a unified command team.
2. **Analysis/Synthesis:** coordinates net assessment activities – tasking requests for information to the various cells, developing their results into actionable intelligence or courses of action.
3. **Consequence Management:** assesses law enforcement, fire service, and health consequences of events by assessing real-time situation and resource status.
4. **Investigative Liaison:** coordinates with investigation and intelligence teams from Federal, State, and local agencies.
5. **Epidemiological Intelligence:** responsible for real-time disease surveillance, food and water surety, agricultural threat issues, and coordination with the disease investigation.
6. **Forensic Intelligence Support:** provides technical support, chemical, biological, radiological, nuclear and explosive (CBRNE) reconnaissance, geospatial intelligence (mapping, imagery and modeling products), and coordinates “virtual reachback” among the field, TEW and subject matter experts.



Replicating the TEW Model

Based upon the success of the Los Angeles TEW, ODP will encourage States and local agencies to utilize their Federal funding to replicate the TEW model. Homeland Security Secretary Tom Ridge has approved grants to 30 high-threat urban areas across the Nation, and ODP is encouraging agencies to include replication of the TEW model as part of their local strategy.

The Urban Areas Security Initiative (UASI) will be funded by ODP in 29 different urban areas, in addition to Los Angeles. Los Angeles will serve as the ODP Resource Center to provide resources and support for agencies that plan to replicate the TEW model. Through UASI, ODP is also providing technical assistance and training on TEW replication. ODP is providing:

- Access to ODP's National TEW Resource Center in Los Angeles.
- Free training and technical assistance.

- Funding for implementing TEWs through the High Threat Urban Area Awards.

The ODP National TEW Resource Center will assist each jurisdiction in understanding the TEW model and how it can best be implemented in a particular region. Locating the center in Los Angeles also makes it possible for attendees to experience the LA TEW model first-hand.

The training and technical assistance offered at the resource center is being provided through the Memorial Institute for the Prevention of Terrorism (MIPT) to ensure a successful adoption of the TEW model throughout all levels of a jurisdiction.

The Way Forward

The TEW is a powerful tool for use by local government in preventing, preparing, and responding to terrorism. Use of UASI funds for implementation of the TEW approach will enable ODP to expedite replication and ensure that local officials benefit from lessons already learned by their colleagues.

